THE J.M. SMUCKER Co

INVESTOR DAY

2022

Brand Growth Flywheel

GEOFF TANNER

Chief Commercial & Marketing Officer



VALUE CREATION



COFFEE



PET



FROZEN SNACKS

STRONG PORTFOLIO OF BRANDS

#1,2,3 POSITIONS

NEW COMMERCIAL MODEL

NEW END-TO-END
COMMERCIAL MODEL

CONSISTENT

REPEATABLE

MODERNIZED

MARKETING

+

SALES

CREATIVITY

ANALYTICS

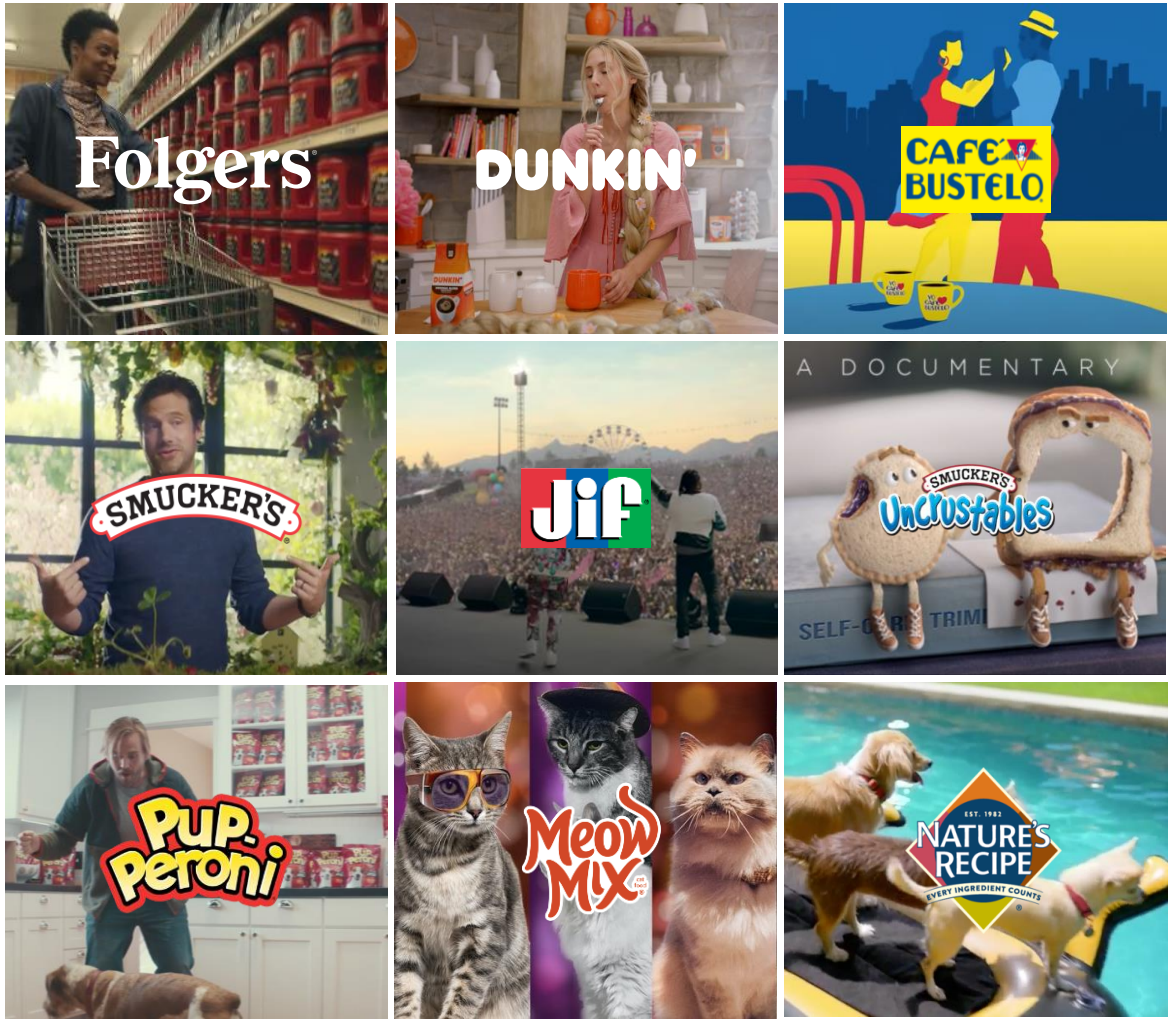
AGILITY

BRAND GROWTH FLYWHEEL



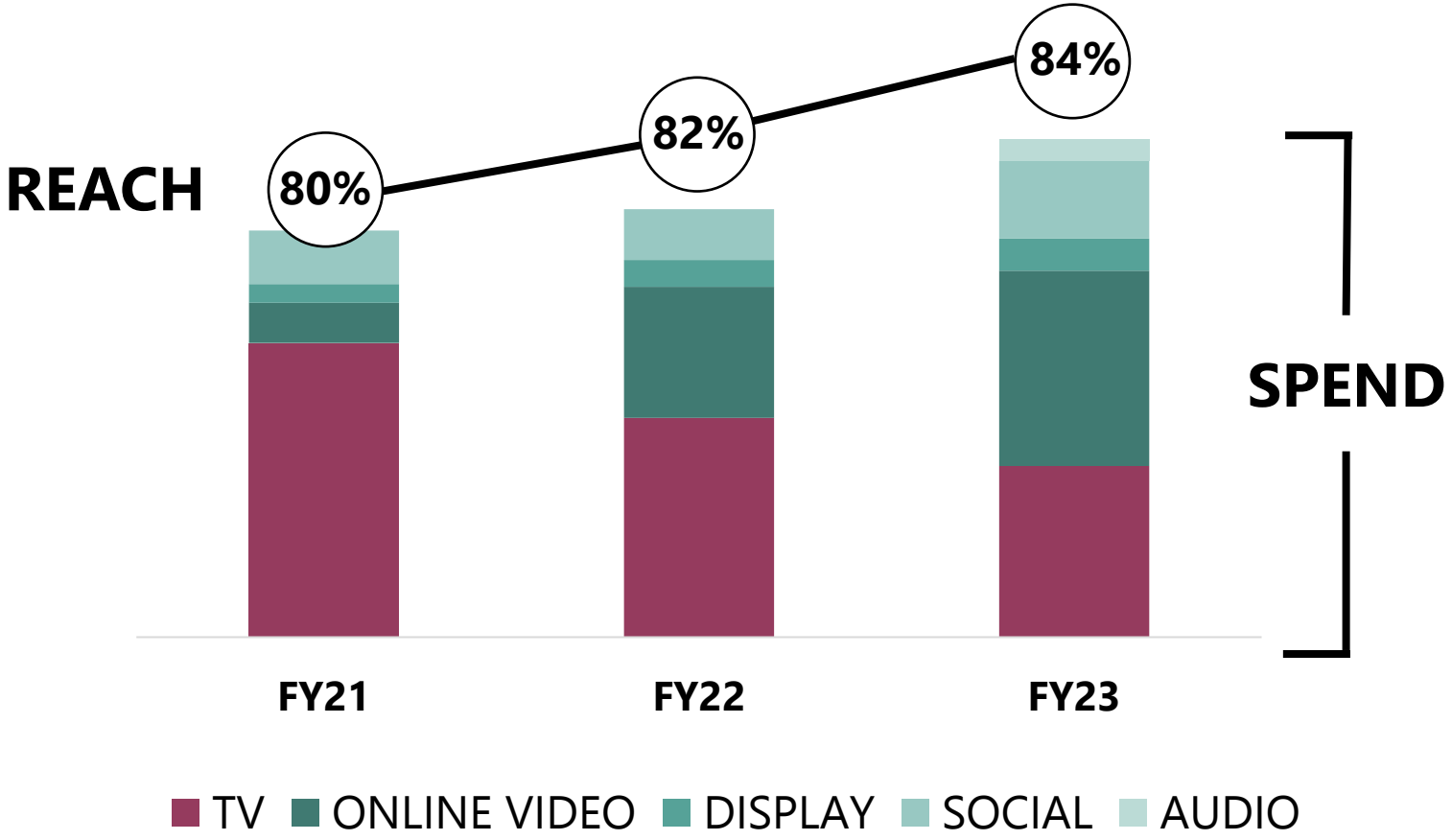
CULTURALLY RELEVANT MARKETING





INTELLIGENT MEDIA

INCREASING REACH THROUGH DIGITAL



CURRENT MIX

70%
DIGITAL

30%
LINEAR

INNOVATION & DESIGN





PLATFORM INNOVATION



LINE EXTENSIONS



VALUE ENGINEERING



SEASONAL & LIMITED EDITION INNOVATION



PACKAGING DESIGN

REVENUE OPTIMIZATION



PRICING ACTIONS

RECOVERY OF

UNPRECEDENTED

COST INCREASES



OPTIMIZING TRADE SPEND

ANALYZE

6,000

PROMOTIONAL EVENTS ANNUALLY



MULTI-YEAR REVENUE GROWTH PLANS

INITIATIVES TO

IMPROVE PROFITABILITY



STRATEGIC CUSTOMER PARTNERSHIPS



JOINT CUSTOMER BUSINESS PLANNING



CATEGORY LEADERSHIP



11 NEW CATEGORY ADVISERSHIPS

- COFFEE
- PET SNACKS
- CAT FOOD
- FROZEN SNACKS

FUNDAMENTAL SALES EXECUTION



	PERFECT STORE		RETAIL EXECUTION MODEL	
BEFORE				
AFTER				

BRAND GROWTH FLYWHEEL



Meow Mix cat food

LOVED SINCE 1908
MILK-BONE

Folgers

JIF

MEOW MIX®

RESULTS

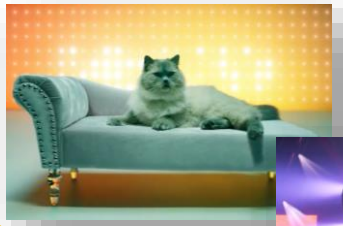
+36%
GROWTH SINCE 2019

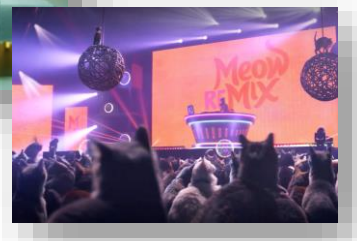
#1
MARKET SHARE IN DRY CAT

#1
HOUSEHOLD PENETRATION IN DRY CAT

INCREASED DISTRIBUTION BY 10% & SHARE OF SHELF BY 17%









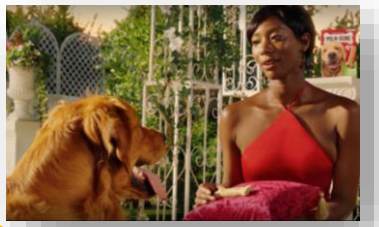


SOURCE: SMUCKER INTERNAL IIRI PANEL DATA AND MULTI-OUTLET SHARE REPORT 52 WEEKS ENDED NOVEMBER 06, 2022.

MILK-BONE®

9% INCREASE IN DISTRIBUTION

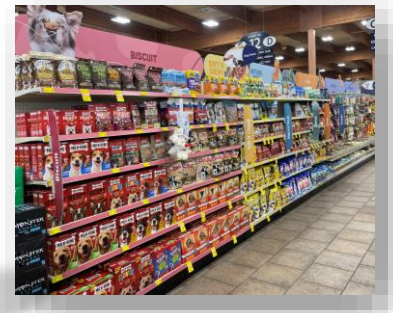
21% INCREASE IN MERCHANDISING SINCE 2019



RESULTS

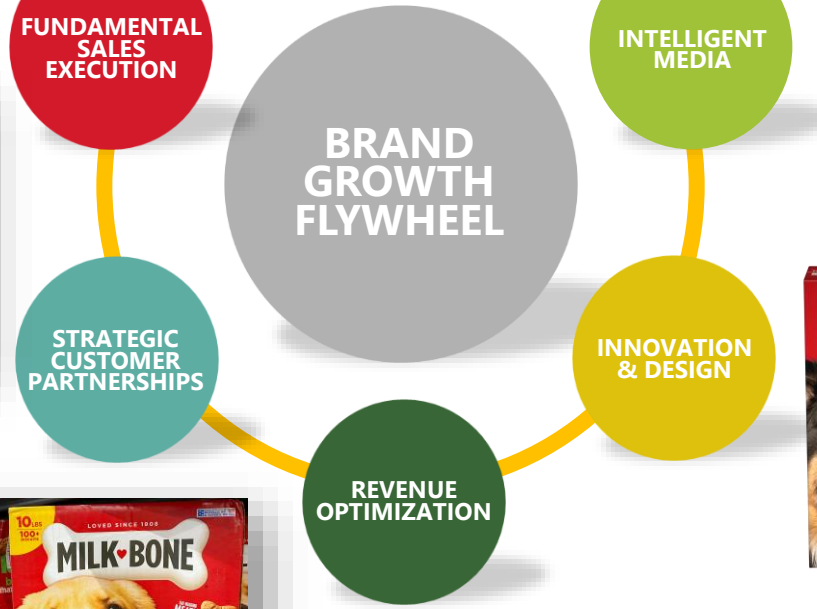
+27%
IN RETAIL CONSUMPTION SINCE 2019

#1
PET SNACKS BRAND









SOURCE: SMUCKER INTERNAL MULTI-OUTLET SHARE REPORT 52 WEEKS ENDED NOVEMBER 06, 2022.

FOLGERS®

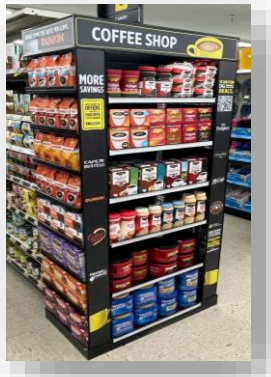
K-CUP® PODS DISTRIBUTION INCREASE OF 16%



RESULTS

MARKET SHARE GROWTH

GAINING RELEVANCE WITH GEN X AND MILLENNIALS





bravo fuse E! hulu Roku YouTube Select

SOURCE: SMUCKER INTERNAL MULTI-OUTLET SHARE REPORT 52 WEEKS ENDED NOVEMBER 06, 2022.

NOTE: BRAVO, FUSE, E!, HULU, ROKU, AND YOUTUBE SELECT ARE TRADEMARKS OF THEIR RESPECTIVE OWNERS. USE DOES NOT IMPLY ANY AFFILIATION WITH OR ENDORSEMENT OR SPONSORSHIP OF THE J. M. SMUCKER COMPANY OR ITS BRANDS.

JIF®

RESULTS

#1
PEANUT BUTTER

#1
HOUSEHOLD PENETRATION









TikTok

Top 10 Campaigns of 2022

7.5 BILLION VIEWS





SOURCE: IRI PANEL DATA AND SMUCKER INTERNAL MULTI-OUTLET SHARE REPORT 52 WEEKS ENDED NOVEMBER 06, 2022.
NOTE: TIKTOK IS A TRADEMARK OF ITS OWNER. USE DOES NOT IMPLY ANY AFFILIATION WITH OR ENDORSEMENT OR SPONSORSHIP OF THE J. M. SMUCKER COMPANY OR ITS BRANDS.

PROPELLING OUR GROWTH



10 OUT OF 11

QUARTERS OF
COMPARABLE NET SALES GROWTH

71%

OF PORTFOLIO
IS **GROWING OR MAINTAINING SHARE**

RECOGNIZED BY
Fast Company Magazine

AS **ONE OF THE MOST INNOVATIVE COMPANIES IN THE WORLD**

Executing all six elements in a
cohesive and synergistic way

SOURCE: SMUCKER INTERNAL MULTI-OUTLET SHARE REPORT 13 WEEKS ENDED OCTOBER 30, 2022.

NEVER SATISFIED

CONSTRUCTIVE DISSATISFACTION

TALENTED TEAM

THE J.M. SMUCKER Co

INVESTOR DAY

2022

FORWARD-LOOKING STATEMENTS

This presentation contains forward-looking statements, such as projected net sales, operating results, earnings, and cash flows that are subject to risks and uncertainties that could cause actual results to differ materially from future results expressed or implied by those forward-looking statements. The risks, uncertainties, important factors, and assumptions listed and discussed in this presentation, which could cause actual results to differ materially from those expressed, include: the impact of the COVID-19 pandemic on the Company's business, industry, suppliers, customers, consumers, employees, and communities; disruptions or inefficiencies in the Company's operations or supply chain, including any impact caused by product recalls (including the recent *Jif®* peanut butter product recall), political instability, terrorism, armed hostilities (including the ongoing conflict between Russia and Ukraine), extreme weather conditions, natural disasters, pandemics (including the COVID-19 pandemic), work stoppages or labor shortages (including the potential national rail strike), or other calamities; risks related to the availability, and cost inflation in, supply chain inputs, including labor, raw materials, commodities, packaging, and transportation; the impact of food security concerns involving either the Company's products or its competitors' products, including product recalls; risks associated with derivative and purchasing strategies the Company employs to manage commodity pricing and interest rate risks; the availability of reliable transportation on acceptable terms, including any impact of the COVID-19 pandemic; the ability to achieve cost savings related to restructuring and cost management programs in the amounts and within the time frames currently anticipated; the ability to generate sufficient cash flow to continue operating under the Company's capital deployment model, including capital expenditures, debt repayment, dividend payments, and share repurchases; the ability to implement and realize the full benefit of price changes, and the impact of the timing of the price changes to profits and cash flow in a particular period; the success and cost of marketing and sales programs and strategies intended to promote growth in the Company's businesses, including product innovation; general competitive activity in the market, including competitors' pricing practices and promotional spending levels; the Company's ability to attract and retain key talent; the concentration of certain of the Company's businesses with key customers and suppliers, including single-source suppliers of certain key raw materials and finished goods, and the Company's ability to manage and maintain key relationships; impairments in the carrying value of goodwill, other intangible assets, or other long-lived assets or changes in the useful lives of other intangible assets or other long-lived assets; the impact of new or changes to existing governmental laws and regulations and their application; the outcome of tax examinations, changes in tax laws, and other tax matters; a disruption, failure, or security breach of the Company or their suppliers' information technology systems, including ransomware attacks; foreign currency exchange rate and interest rate fluctuations; and risks related to other factors described under "Risk Factors" in other reports and statements filed with the Securities and Exchange Commission, including the Company's most recent Annual Report on Form 10-K. The Company undertakes no obligation to update or revise these forward-looking statements, which speak only as of the date made, to reflect new events or circumstances.

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